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**ORGANIZATIONAL CULTURE, HUMAN RESOURCE
PRACTICES AND EMPLOYEE ENGAGEMENT AMONG
ACADEMIC STAFF OF UNIVERSITI UTARA MALAYSIA**



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UUM
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(Management)**



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Abstract

The purpose of this study is to examine whether organizational culture and human resource practices influence employee engagement among academic staff in Universiti Utara Malaysia (UUM). Two dimension of organizational culture namely perceived organizational support (POS) and stability were used. Whereas three dimensions of HRM practices namely, salary, training and career development will be the focus of this study to determine the influence on employee engagement. Primarily, this is a quantitative study developed research instruments the experts and original researcher already proven in terms of reliability and validity on organizational culture and human resource practices. A total of 63 items were used in the questionnaire to examine all the variables illustrated in the theoretical framework. Data was collected through the self-administered by sending questionnaires to 320 academic staff in UUM. A total of 200 academic staff (62.5%) had duly completed and returned the forms. Pearson correlation and linear regression were used to achieve the objectives of the study. Mean analysis shows that organizational culture and human resource practices influence employee engagement among academic staff in UUM. The result of the Pearson correlation analysis shows that among all five independent variables, training in human resource practices is found to be the most significant variable in influence the employee engagement among academic staff of UUM.

Keyword: Employee engagement, organizational culture, perceived organizational support, human resource practices.

Abstrak

Kajian ini bertujuan untuk membuktikan sama ada budaya organisasi dan amalan pengurusan sumber manusia (PSM) mempengaruhi keterlibatan pekerja dalam kalangan kakitangan akademik Universiti Utara Malaysia (UUM). Dua dimensi budaya organisasi digunakan iaitu persepsi sokongan organisasi dan kestabilan; Manakala tiga dimensi amalan PSM iaitu gaji, latihan dan pembangunan kerjaya digunakan untuk mengkaji sama ada tiga dimensi ini mempengaruhi komitmen staf akademik di UUM. Kajian ini akan menggunakan kaedah kuantitatif berdasarkan instrumen penyelidikan yang telah dibangunkan melalui kepakaran para penyelidik asal yang mempunyai kesahan dan kebolehpercayaan yang tinggi dalam kajian berkaitan budaya organisasi dan amalan pengurusan sumber manusia. Sebanyak 63 item soal selidik digunakan untuk mendapat kesahan daripada lima dimensi yang dikaji dalam teori rangka kerja yang digunakan. Sebanyak 320 soal selidik diedarkan kepada kakitangan akademik UUM dan daripada jumlah tersebut, 200 (62.5%) responden telah mengambil bahagian. Analisis min menunjukkan bahawa budaya kerja dan amalan PSM mempengaruhi keterlibatan kakitangan akademik UUM. Keputusan kajian menunjukkan dimensi latihan dalam amalan PSM paling signifikan mempengaruhi keterlibatan pekerja dalam kalangan akademik UUM.

Kata kunci: Keterlibatan pekerja, budaya organisasi, persepsi sokongan organisasi, amalan pengurusan sumber manusia (PSM).

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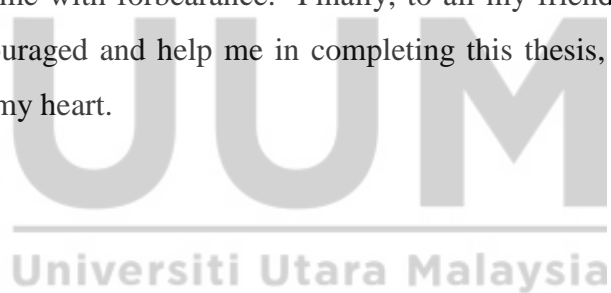
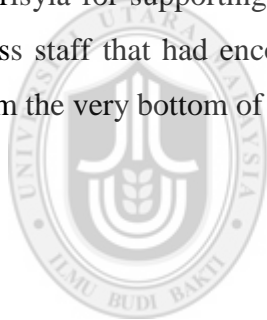


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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In previous years, employee engagement has become an interest topic for a scholar and human resource management practitioners. According to Bates (2004), many studies claim that employee engagement forecasts employee performance, organizational achievement and their monetary performance (Baumruk, 2004; Harter et al., 2002; Richman, 2006). However, at the same time previous result show that there is a decline in employee engagement globally (Bates, 2004; Johnson, 2004, Kowalski, 2003; Richmad, 2006). According to Gallup 2013 study, only 13% of employee around the world are engaged at work. 24% are “actively disengaged,” meaning they are unhappy and unproductive at work. Whereas study by DecisionWise (2015), based on their studies in 70 countries, only 23% of employees are fully engaged with their job. As a result, company’s income is 33% lower than companies with more engaged employees. Gallup study (in Jostle Report, 2014) showed that employee who are not engaged cost companies \$450-\$550 billion in lost productivity each year. These phenomenon is refer as engagement gap and it is important for organization to understand what employee engagement is and what’s needed to cultivate it.

There are major changes in higher education in Malaysia nowadays. According to Strategic Planning Report (Strategic Planning Quarterly Report, 2015), UUM is still behind to achieve its yearly KPI in publication in citation –indexed journals.

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